



Construction Contractors Board

Affirmative Action Plan
July 1, 2021 – June 30, 2023

Chris Huntington, Administrator
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**CONSTRUCTION CONTRACTORS BOARD
AFFIRMATIVE ACTION PLAN
2021 - 2023 BIENNIUM**

LETTER FROM THE ADMINISTRATOR

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Oregon

Kate Brown, Governor

Construction Contractors Board

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December 7, 2020

Steve Lee
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Dear Steve:

Attached to this letter you will find the 2021-2023 Affirmative Action Plan for the Oregon Construction Contractors Board (CCB). As the Administrator for over one year, I am pleased with the limited but meaningful progress the agency has made. I look forward to working with the leadership team at CCB and with yourself to continue to build on that success.

The CCB is a relatively small agency (only 60 permanent FTE) that has historically maintained a very low rate of turnover. This normally low turnover rate has been further impacted by COVID-19 and the ensuing economic recession. Nearly 18 months into the current biennium, the agency has had the opportunity to make only 3 permanent staff hires.

Nonetheless, we have made some meaningful strides in building our network of resources to reflect the full diversity of the state of Oregon that have and will continue to support building the diversity at the staff and the board level.

This plan will highlight our focus on building a more diverse network of contacts, partners and resources to that when the limited opportunities arise we can ensure that we may pull from a more diverse network.

Our goals for the 2021-2023 biennium are as follows:

- Continue to develop a network of resources and relationships in order to support broadest possible reach of agency recruitment efforts for both staff and board positions.
- Enhance equity and support a positive work environment that is respectful of employee differences whether they be cultural differences, generational differences or differences in life experience.
- Provide career development assistance, including supporting staff in seeking opportunities for informational interviews, application material reviews, and mock interviews for employees, training and other support for building strong, satisfied employees.

Enhancing diversity and building equity is not a one-time project but an ongoing effort. This agency has such a strong commitment to the average Oregonian that we serve every single day, without respect to their social, cultural, racial or other status. We believe the values and principles described in these pages form an appropriate framework for building on past success and continuing that work on an ongoing, everyday basis.

Sincerely,

Chris Huntington
Administrator
Construction Contractors Board

I. Agency Description

HISTORY AND AGENCY OVERVIEW

In 2021, the Construction Contractors Board (CCB) will celebrate **50 years** protecting the citizens of Oregon and promoting a positive business climate for construction contractors. The organization was first established by the legislature in 1971 as the Builders Board. At its inception the board addressed only residential construction issues. Commercial contractors were later brought within the board's regulatory purview. Other changes over the past half century, in particular the creation of the board's dispute resolution program, have contributed to the organization's broad consumer protection mission and its success at leveling the playing field for contractor businesses.

Oregon law requires anyone who works for compensation in any construction activity involving improvements to real property to be licensed with the Construction Contractors Board. As of late 2020, this includes nearly 41,000 construction businesses. The CCB licenses all sizes of construction business from large multi-state firms to sole proprietors. The CCB also licenses every type of construction business from the excavator that prepare the soil for the foundation all the way up to the business that installs the roof and literally everything in between.

The CCB is responsible for preventing and resolving construction contracting problems. This is achieved by

- Equitable application of statewide contractor license requirements;
- Consistent statewide enforcement of license standards;
- Resolution of contractor and homeowner disputes;
- Extensive consumer outreach and contractor education about the board's mission and services.

The following programs contribute to achieving the agency's mission:

Consumer Education and Outreach

The Consumer Education and Outreach section provides helpful information on how to select a licensed contractor, how to avoid common mistakes and how to respond should a dispute arise. The goal is to educate consumers to act knowledgeably and confidently when engaging with contractors. Knowledgeable consumers reward qualified and ethical contractors, reinforcing the market for contractors who focus on the consumer. The agency provides consumer outreach and education by maintaining an interactive website with consumer information and history on all 41,000 contractors. The group also develops printed materials, instructional videos, issues news releases and, in most years, attends more than 20 statewide construction trade shows (this was impacted by COVID-19).

Contractor Education

All contractors are required to complete continuing education, though the requirements differ slightly based on the particular endorsement. Topics for continuing education may include courses on construction law changes, industry practices, safety requirements and other material relevant to their particular line of work. All residential contractors are required to take at least one CCB provided course delivered by the contractor education section. Completion of contractor education is required for license renewal every two years. Since the onset of COVID, more courses are being delivered remotely via webinar.

Contractor Licensing

Licensing ensures a measure of contractor financial accountability and redress for consumers of construction services. This allows consumers to know the history of individuals involved in construction businesses. It also assists the agency in holding business owners accountable for their company's business activity. The licensing section ensures compliance with all of the requirements to obtain a license including, complete information on the entity seeking the license, registration with the Secretary of State (if required by law), proof of a surety bond and proof of liability and property damage insurance. Applicants must also complete pre-license training and examination. The Licensing Section responds to more than 500 phone calls per day and processes approximately 14,000 documents per quarter.

Dispute Resolution Section

The dispute resolution section assists in mediating disputes between homeowners and contractors. When successful, mediation provides a timely and low cost method of resolving construction disputes without costly legal proceedings. It is available to people alleging that contractors have breached a contract or performed improper work. This service employs several alternative dispute resolution techniques to resolve disputes and keep disputes out of the court system. Mediation allows a large portion of disputes to be resolved through voluntary mediation. In the event that a complainant does proceed to court and wins a judgment, the agency can also order payment from the bond if the contractor is unwilling or unable to pay the debt. Failure to pay a construction debt will also lead to sanction.

Field Investigator Section

The Field Investigator Section provides a deterrent to unlicensed construction activity by performing random and assigned unannounced inspections of construction jobsites throughout the state. Investigators determine the CCB license status of all contractors working at a jobsite and assess compliance with other important CCB regulations. The agency will perform approximately 15,000 jobsite inspections in a given year.

Compliance Section

The Compliance Section provides effective deterrent to illegal activity in the construction industry through application of appropriate sanctions and/or threat of sanction. The section enforces laws relating to contractor licensing and business practices by the imposition of formal administrative warnings, civil penalties, probation, and license suspension and revocation. The Compliance program works with field investigators to provide an effective deterrent to unlawful activity in the construction industry. It processes complaints, issues civil penalties, suspends and revokes contractor licenses, and issues formal written administrative warnings.

Mission and Objectives

The Construction Contractors Board protects the public's interest relating to improvements to real property. The board regulates construction contractors and promotes a competitive business environment through education, contractor licensing, dispute resolution, and law enforcement.

Construction Contractors Board Administrator

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* Computer Support

Human Resources
Dana Zeimantz (Interim)
* HR Consultation
* Recruitment
* Diversity & Inclusion

Enforcement
Stan Jessup
* Dispute Resolution
* Field Investigations
* Compliance

Licensing
Dana Zeimantz
* Contractor Licensing

II. Affirmative Action Plan

The Construction Contractors Board (CCB) is committed to protecting all Oregon consumers and promoting a positive business climate for construction. All Oregonians are provided equal access to CCB programs and the agency does not discriminate on the basis of race, color, ancestry, national origin, age, marital status, gender, sexual orientation, veteran's status, political or religious affiliation, or physical or mental disability. CCB recognizes that a diverse workforce and diverse representation on the membership of the Governor appointed board is crucial to serve all Oregonians.

Agency Affirmative Action Policy Statement

CCB enforces a zero-tolerance policy against any form of discrimination or harassment and has adopted the CCB Affirmative Action Plan as one method of helping to eliminate discrimination on the basis of race, color, religion, sex, national origin, physical or mental disability, age, marital status, sexual orientation, gender identify trans-gender status, veterans status, or political belief.

CCB works to achieve and maintain diversity. CCB efforts include:

- Holding all managers and employees accountable for creating and promoting an environment that is welcoming and free from hostility or unwelcome behavior.
- Enforcing a zero-tolerance policy against any form of discrimination or harassment.
- Maintaining a copy of the CCB Affirmative Action Plan on its website, posted in public areas in the office and break rooms, and include the link to the website in each new employee packet.
- Evaluating managers and supervisors on their effectiveness in promoting diversity and a welcoming environment for CCB.

In addition to the internally focused efforts noted above the agency is committed to recruiting from a wide pool for both permanent staff positions and board member positions. The board is also committed to broadening our network of industry and community partners. Agency efforts in this regard include:

- Continue to work in partnership with other agencies, such as the Department of Consumer and Business Services, that have robust recruitment, diversity and inclusion programs.
- Continue to utilize industry and community partnerships developed through agency outreach. Broaden the CCB's network of partners in order to provide more opportunities for diverse communities.
- Recruit from this expanded network that includes organizations such as Asian Pacific American Network, Blacks in Government, Easter Seals, Global Diversity and Inclusion Network, Hispanic Services Roundtable, Latino Business Alliance, NAACP, Oregon Association of Minority Entrepreneurs, and many others.

Implementation of this plan is the responsibility of the CCB Administrator and the Affirmative Action Representative. For questions about the CCB Affirmative Action Policy Statement, contact the CCB Affirmative Action Representative, Chris Huntington, Oregon Construction Contractors Board, 201 High Street SE, Suite 600, Salem, OR 97301 or P.O. Box 14140, Salem, OR 97309-5052, or chris.huntington@state.or.us, or 503-934-2184.

CCB Diversity and Inclusion Statement

The Construction Contractors Board is committed to fostering and preserving a culture of diversity and equity. Our employees are the Agency's most valuable asset. The Agency's culture, reputation and achievements are the result of the individual differences, life experiences, knowledge, inventiveness, self-expression and capabilities that employees invest in our mission.

CCB embraces and encourages employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veterans status, and other characteristics that make our employees unique.

The Construction Contractors Board's diversity and equity efforts are reflected in our recruitment practices and policies, our compensation and benefits programs, our professional development and training efforts, our social and recreational programs and the ongoing development of a work environment built on the premise of diversity and equity. These efforts promote and reinforce:

- Respectful communication and cooperation between all employees
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity

Every employee of the Construction Contractors Board has a responsibility to treat other people with dignity and respect at all times and to create and maintain an atmosphere that fosters the spirit of this Affirmative Action Plan. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other agency sponsored and participative events.

Dissemination of the Affirmative Action Policy and Affirmation Action Plan

The impact of the Affirmative Action Plan can be fully realized only to the extent that those who must apply it and those who benefit from it know its provisions. With this in mind, the following describes methods used to disseminate the information both internally and externally.

The administrator will delegate the responsibility for dissemination of the agency's Affirmative Action Plan. Such communication is both internal and external, and will include, but is not limited to:

Internal Dissemination

A statement from the administrator to all employees and volunteers communicating:

- The existence of the plan so employees and volunteers can avail themselves of its benefit
- Quarterly workforce representation reports to managers and supervisors so they are aware of the diversity of the CCB workforce
- Include the Affirmative Action Policy Statement and Diversity and Inclusion Statement as part of each new employee/volunteer orientation
- Post the agency's Affirmative Action Plan on the agency's Intranet and employee's bulletin board

External Dissemination

- All recruitment announcements, applications for employment, and newspaper ads will contain the phrase, "An Equal Opportunity Employer"
- The Construction Contractors Board Affirmative Action Plan is posted on the agency's website and made available to the public upon request

Notify all bidders, contractors, subcontractors, and suppliers of the agency's Affirmative Action Policy. Notices shall include a statement that the agency will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials that discriminates against members of any protected class.

Complaint/Reporting Process

The complaint/reporting procedure provides a method of resolving complaints involving violation of the Construction Contractors Board nondiscrimination policy within the agency. Retaliation, coercion, reprisal, or intimidation either against a person who has filed a complaint internally or through an outside enforcement agency or other legal channels or serving as a witness is prohibited.

Anyone who is subject to or aware of what they believe to be discrimination, workplace harassment or sexual harassment should report that behavior to their immediate supervisor, another manager, or the agency, board or commission, Human Resources section, Executive Director, Chair, or DAS Chief Human Resources Office as applicable. A report of discrimination, workplace harassment or sexual harassment is considered a complaint. A supervisor or manager receiving a complaint should promptly notify the Human Resources section, Executive Director or Chair, as applicable.

- (a) A complaint may be made orally or in writing.
- (b) An oral or written complaint should contain the following:
 - (A) The name of the complainant and the name of the person that was subjected to the discrimination or harassment if they are not the same person;
 - (B) The names of all parties involved, including witnesses;
 - (C) A specific and detailed description of the conduct or action that the employee believes is discriminatory or harassing;
 - (D) The date or time period in which the alleged conduct occurred; and
 - (E) A description of the desired remedy.

Other Reporting Options. Nothing in this policy prevents any person from filing a formal grievance in accordance with a Collective Bargaining Agreement (CBA), a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC), or if applicable, the United States Department of Labor (USDOL) Civil Rights Center. However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

Filing a report with the U.S. Department of Labor (USDOL) Civil Rights Center. An employee whose agency receives federal financial assistance from the U.S. Department of Labor under the Workforce Innovation and Opportunity Act (WIOA), Mine Safety and Health Administration (MSHA), Occupational Safety and Health Administration (OSHA), Veterans' Employment and Training Services (VETS), may file a complaint with the State of Oregon Equal Opportunity Officer or directly through the USDOL Civil Rights Center. The complaint must be written, signed and filed within 180 days of when the alleged discrimination or harassment occurred.

Training, Education, Developmental Plan (TEDP)

Employees: The CCB recognizes that its employees are its greatest resource, and is committed to the principle that training and development of employees is crucial to work performance, and is tied to our mission of quality services to Oregonians. All CCB training supports respect and inclusion of a multicultural, multigenerational, and multi-able workforce.

A CCB training committee comprised of managers and HR will discuss training needs and develop or contract out for training. The Agency may access training provided through Department of Consumer and Business Services, Department of Administrative Services Chief Human Resources Office, iLearn Oregon system, Oregon OSHA, and SAIF. Agency staff will also ensure employees are aware of the statewide policies on "Discrimination and Harassment-Free Workplace" and "Maintaining a Professional Workplace" policies.

Volunteers: The Construction Contractors Board provides new employee/volunteer orientation at the time of hire. The Construction Contractors Board staff will provide a copy of the agency's Affirmative Action Policy and Affirmative Action Plan to all agency volunteers. Agency staff will also ensure volunteers are aware of the statewide policies

on “Discrimination and Harassment-Free Workplace” and “Maintaining a Professional Workplace” policies.

Contractors/Vendors: All contractors and vendors must understand and adhere to all relevant agency and state policies. This includes CCB’s Affirmative Action Plan and DAS policy 50.010.01.

Programs

NOTE: As discussed in greater detail in Section IV, several agency programs were severely affected by the COVID-19 Pandemic (pandemic), the ensuing economic recession, the wildfires as well as pre-existing fiscal difficulties that negatively impacted the agency’s ability to fill positions.

Community Outreach Programs

A broad range of agency staff from multiple programs regularly meet with consumers, contractors and industry representatives. The purpose of these meetings is to make Oregonians more aware of CCB programs and services. These outreach opportunities break down barriers, establish connections and broaden the agency’s network of contacts. These connections can then be called upon when recruiting for staff positions, board member positions, committee and workgroup membership and soliciting feedback on agency programs, proposals, rules and other matters.

The Construction Contractors Board pre-plans outreach activities on an annual basis to ensure the promotion of its programs to a wide variety of diverse groups. In addition to visiting every region of the state for outreach, examples of particular outreach to diverse populations include the following:

- Governmental Partnerships: Small Business Development Centers (underserved and rural populations), State Agency Job Fairs, DOJ Scam Jams (elderly populations).
- Industry Partnerships: Oregon Association of Minority Entrepreneurs, Oregon Hispanic Contractors, Latino Built, National Association of Minority Contractors.
- Community Partnerships: Fix-It Fairs (underserved populations, Senior Fairs, AARP).

Diversity Awareness Program

To achieve workforce diversity, the CCB is positioning itself with a strong commitment to its agency’s affirmative action program. This includes strong leadership support from our top leadership and commitment to provide necessary resources, people, and funding of new program initiatives.

- Continued support from leadership that creates an environment of inclusion, which values differences.

- Continued management involvement in planning and conducting affirmative action/equal employment opportunity activities.
- Widely disseminate the CCB Affirmative Action Plan goals throughout the agency and encourage managers to conduct targeted recruitment in support of these goals.
- Train managers and supervisors in their affirmative action/equal employment opportunity responsibilities as well as educating them with the existing personnel and administrative tools to help them carry out their responsibilities in these areas.

Update: Executive Order 16-09

Respectful Leadership Training (Diversity, Equity & Inclusion)

CCB will conduct training during the 2019-2021 biennium to help employees have a greater understanding and acceptance of differences and reinforce respect for all diverse communities.

Statewide Exit Interview Survey

Employees who leave the agency are emailed a link to the statewide exit interview survey before their last day. Feedback from human resources will help the agency review the exit interview information provided and use it to improve working conditions within the agency.

Performance Evaluations of all Management Personnel

CCB includes in the performance evaluation of management personnel an assessment of the manager's or supervisor's effectiveness in achieving CCB's affirmative action objectives. Since there are relatively few recruitments conducted at CCB, managers are reviewed on their contributions to a welcoming and respectful work environment.

Status of contracts for minority businesses

CCB directly awards a very small number of contracts in a given biennium. In addition, the agency does not have a sophisticated system for tracking information related to contracts awarded.

During the prior biennium the agency had a long-term vacancy and a transition in procurement and contract services that required extended retraining. The agency hopes to benefit from additional best practices that have been implemented at DCBS. CCB has a close association with DCBS for HR, recruitment and other services. DCBS has instituted a tracking system to better capture this data. The agency plans to meet with DCBS in order to learn about their program and determine what may be able to be implemented at CCB.

III. Roles for Implementation of Affirmative Action Plan

Responsibilities and Accountabilities

Responsibility for achieving the Affirmative Action objectives is shared by all managers and employees at CCB. The following individuals will provide the leadership for CCB to have a workforce rich in diversity, free of discrimination, and a welcoming, inclusive environment.

Administrator

The Administrator plays a leadership role in dedicating the agency to a policy of equal employment opportunity and conveying a sense of commitment both within and outside of the organization. The Administrator has overall responsibility for implementing and monitoring the Affirmative Action Plan and for ensuring compliance with all applicable federal and state laws, rules, and regulations.

- Foster and promote the importance of a diverse and respectful workplace to all employees and managers.
- Ensure managers and supervisors understand their role and responsibility to promote affirmative action activities and a welcoming environment. Include in performance reviews how effective the managers and supervisors have been in achieving CCB affirmative action objectives, and their contribution to promoting a welcoming and respectful work environment.
- Direct managers that conduct performance reviews for subordinate managers include ratings on the manager's support and effectiveness of CCB's Affirmative Action Plan objectives and their contribution to promoting a welcoming and respectful work environment.
- Encourage the participation of subordinate managers and employees in events supporting multicultural education and celebration.
- Meet with the affirmative action officer to review progress and approve strategies for meeting objectives.

Managers and Supervisors

- Foster and promote to subordinate managers and employees the importance of a diverse, discrimination and harassment free workplace. Assure managers and employees understand their responsibilities in achieving a welcoming work environment free from discrimination and harassment.
- Conduct performance reviews for subordinate managers, include ratings on the manager's support and effectiveness in working toward the CCB Affirmative Action Plan objectives, and their contribution to promoting a welcoming and respectful work environment.

- Inform employees of the goals and objectives for the CCB Affirmative Action Plan.
- Display the CCB Affirmative Action Policy Statement and CCB Diversity and Inclusion Statement in prominent areas and on the website.
- Attend, and encourage staff to attend, diversity related activities and training. Share information received with managers and staff who were unable to attend.
- Follow the procedures outlined in DAS 50.010.01, Discrimination and Harassment Free workplace, and follow reporting requirements outlined in the policy.

Affirmative Action Officer and/or Designee:

- Foster and promote to managers/supervisors and employees the importance of a diverse, respectful, welcoming, and discrimination and harassment free workplace.
- Present quarterly workforce representation report to CCB management.
- Ensure recruitments include outreach to minority and women specific websites, community agencies and organizations to attract and encourage people of color, people with disabilities, veterans, and women to apply for CCB positions.
- Coordinate with agency human resources representative to train managers in interviewing skills, include having diverse interview panels, developing job related interview questions, and applying veteran's preference.
- Coordinate with agency human resources representative to provide career development assistance to CCB employees, include mock interviews, application material reviews and career exploration as requested.
- Attend and encourage managers and staff to attend, diversity related activities and training. Share information received with managers and staff who were unable to attend.
- Attend and support statewide meetings with the Governor's Diversity and Inclusion Office and other agency representatives.

IV. July 1, 2019 – June 30, 2021 Accomplishments and Progress

Impact of COVID-19 Pandemic

The global pandemic that has affected so many has had some notable consequences on agency programs and operations, including our diversity and equity initiatives. The economic recession resulting from the pandemic exacerbated pre-existing economic difficulties within the agency. This has resulted in *very limited hiring* during 2019-2021. Nearly 18 months into the biennium (December 2020), the agency has only made three permanent hires (one subsequently left agency service prior to completing trial service). This has obviously had a negative impact on recruitment efforts.

In addition, the pandemic has severely limited the amount of and type of outreach the agency can perform.

Accomplishments and Progress

Notwithstanding the difficulties noted above, the agency has had some notable successes during the 2019-2021 biennium. While these achievements may be small in number, they are significant in magnitude. The agency believes that these successes will continue to pay dividends through the contribution of those that have joined our team, and the broader network we have established through our outreach efforts.

A brief illustration may help illuminate the agency perspective and approach. As part of the leadership transition that occurred at the beginning of the biennium, the new Administration conducted extensive outreach to industry groups. An early meeting was to a membership meeting of the Oregon Association of Minority Entrepreneurs. As part of this event the Administrator met an individual who suggested meeting with the President of a newly established industry association, focused on the needs of Latino contractors. That meeting subsequently took place, establishing a connection between the association and the agency. When a board position later came up, the board recruited and was successful in gaining appointment for one of the first female minority contractors to serve on the CCB.

Working to expand the network leads to success.

Other key accomplishments include:

- Recruitment of female *and* minority owned contractor representative to serve on the Construction Contractors Board for an initial four year term. Though it is difficult to say with certainty, we believe it is the first female *and* minority owned contractor to sit on the board.
- Development of new relationships with previously unestablished minority construction association, Latino Built. Agency has met with the executive board, addressed the group's membership and are exploring additional ways to partner.

- All successful candidates for permanent recruitments were women.
- Continuation of pilot program with Clackamas Small Business Development Center to better serve native Spanish language speakers.
- Development of CCB materials in Spanish language in an effort to provide a more welcoming perspective of the agency.

The agency continues to partner with other agencies as appropriate in order to augment the more limited resources available to us as a smaller agency. DCBS human resources and diversity and inclusion group have been great resources in this regard.

The charts on this page show the agency’s workforce representation as compared to prior years.

**CCB Workforce Representation
as of June 30, 2020**

| Group | Actual Number for Group | Percent of Group |
|--------------------------|-------------------------|------------------|
| People of Color | 7/55 | 12.72% |
| Women | 24/55 | 43.63% |
| People with Disabilities | 1/55 | 1.81% |

**CCB Workforce Representation
Four-Year Comparison**

| Year | People of Color | | Women | | People with Disabilities | |
|--|-----------------|--------|------------|--------|--------------------------|-------|
| | # in Group | % | # in Group | % | # in Group | % |
| June 30, 2020 (55 total CCB employees) | 7 | 12.72% | 24 | 43.63% | 1 | 1.81% |
| June 30, 2018 (55 total CCB employees) | 5 | 9.09% | 26 | 47.27% | 2 | 3.6% |
| June 30, 2017 (55 total CCB employees) | 6 | 10.90% | 27 | 49.09% | 3 | 5.45% |
| June 30, 2016 (54 total CCB employees) | 6 | 11.11% | 28 | 51.85% | 3 | 5.56% |

This four-year comparison shows an uptick in the workforce representation of persons of color. However, it also includes a slight decrease in representation of women and persons with disabilities.

The agency is confident that as the economy improves and the agency is able to move forward with hiring the agency will be able to improve these numbers over the course of the biennium.

V. 2021-2023 Goals and Strategies

CCB will continue to pursue available opportunities to enhance diversity and equity through recruiting and hiring and will increase the likelihood of success by continuing to build and expand our network of contacts and resources to be more inclusive. CCB is of the firm belief that in order to increase the representation, we must first expand the network of contacts and resources that we pull from.

We will continue to use as our benchmark the workforce representation statistics achieved in June 2016.

CCB will continue to build a work environment that is respectful and accepting of employees' differences, making it attractive not only to our current employees, but to a diverse pool of applicants as well.

Goals

In the 2019-2021 biennium, CCB will pursue the following goals:

1. Continue to develop a network of resources and relationships in order to support broadest possible reach of agency recruitment efforts for both staff and board positions.
2. Enhance equity and support a positive work environment that is respectful of employee differences whether they be cultural differences, generational differences or differences in life experience.
3. Provide career development assistance, including supporting staff in seeking opportunities for informational interviews, application material reviews, and mock interviews for employees, training and other support for building strong, satisfied employees.

Strategies

To accomplish the above goals, CCB plans the following actions and strategies for 2019-2021:

- **Build an Inclusive Network:** The agency will continue its efforts to build an inclusive network of contacts and resources. These contacts will include industry groups, partner agencies and community groups that can support the agency's efforts at expanding diversity.
- **Recruit from the Enhanced Network:** Work with other agency partners that have extensive resources to assist in maximizing the reach of recruitment announcements.
- **Provide Career and Professional Development:** The agency will work to make available opportunities for training and professional development to staff and others interested in careers with CCB.
- **Demonstrate and build a culture of Diversity and Inclusion:** The Administrator will lead by example, as the Affirmative Action Representative and will attend affirmative action rep meetings and take opportunities to build understanding, gain new ideas and bring those to the CCB.